Ministry of Justice

Plan for 2013-14

Government of Saskatchewan

PLAN FOR 2013-14

Statement from the Ministers

We are pleased to present the 2013-14 Plan for the Ministry of Justice. This plan aligns with the Government of Saskatchewan's Direction and Budget for 2013-14, building on the principle of *Balanced Growth*, supporting an ongoing focus on sound economic growth and shared prosperity.

Our plan identifies how we will support government's priorities of improving our quality of life, sustaining economic growth and opportunity for Saskatchewan people, delivering responsive and responsible government, and making life more affordable for Saskatchewan people.

We will grow vibrant communities by enhancing public safety and confidence in the justice system through prevention, intervention and enforcement. We will also continue to improve access to services and supports for victims of crime.

Through the creation of the "Building Partnerships to Reduce Crime" initiative, government is working with community organizations and human service agencies to help build foundations for community safety and wellness.

The focus on evidence-based research and best practice to provide public value for government investment will be prominent in delivery of programs for offender rehabilitation and front-end interventions within policing and corrections.

Planning for our province's economic growth will be supported by promoting a favourable business environment and better protection for consumers through legislative amendments.

To make life more affordable for Saskatchewan's growing population, we will review opportunities to increase public access to legal information while reducing costs for families.

While we are pleased with our accomplishments over the past year, we recognize there is still work to be done. The Ministry will continue working in collaboration with other government ministries and community partners to achieve our objectives of justice, fairness and accountability to the people of Saskatchewan.

The Ministry of Justice will continue to implement the strategies and key actions within this Plan and will report on our progress in the 2013-14 Annual Report.

The Honourable Gordon S. Wyant, Q.C.
Minister of Justice and Attorney General

The Honourable Christine Tell
Minister Responsible for Corrections and Policing

Response to Government Direction

The government remains committed to further establishing Saskatchewan as the best place to live, work and raise a family.

The Saskatchewan Plan for Growth – Vision 2020 and Beyond identifies principles, goals and actions to ensure Saskatchewan continues to benefit from the opportunities and meet the challenges of a growing province. Keeping government's focus on *Balanced Growth*, the plan outlines the key activities that the Government of Saskatchewan will undertake in pursuit of sustained, disciplined growth and a better Saskatchewan.

Government's Vision

"...a strong and growing Saskatchewan, the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."

Sustaining growth and opportunities for Saskatchewan people	Improving our quality of life	Making life more affordable	Delivering responsive and responsible government

Government's vision and four goals provide the framework for ministries, agencies and third parties to focus on achieving greater success in the delivery of government services. *The Saskatchewan Plan for Growth – Vision 2020 and Beyond* provides the enabling strategies and actions that the Government of Saskatchewan will undertake to build a strong and growing Saskatchewan. The 2013-14 budget theme of *Balanced Growth* reflects the government's commitment to achieving the Saskatchewan Plan for Growth.

All ministries and agencies will report on progress and results achieved in their 2013-14 annual reports. This honours government's commitment to keep its promises and ensures greater transparency and accountability to the people of Saskatchewan.

Mission, Strategies and Actions

Mission Statement

The Ministry of Justice will provide a fair justice system that upholds the law and protects the rights of all individuals in Saskatchewan; promotes safe and secure communities; and provides legal and justice policy advice to government.

Strategy

Reduce crime and improve public safety and confidence in the justice system through prevention, intervention and enforcement

Key Actions

- Support the Prince Albert Community Mobilization Partnership (CMPA), a strategy to build safe communities through the prevention, intervention and suppression of crime and violence. The CMPA model has two components:
  - the Hub, a multi-disciplinary group of front-line workers providing immediate intervention and short-term solutions to crime prevention; and,
  - the Centre of Responsibility (COR), human service professionals who collaborate on longer-term solutions to identify and reduce crime and victimization.
- Continue to explore opportunities to support and expand community mobilization across the province including the development and operation of an additional nine Hubs and one COR.
- Continue to implement "Building Partnerships to Reduce Crime" by:
  - engaging communities and key justice sector, human services and public safety partners in developing and implementing integrated crime reduction initiatives appropriate to local circumstances and issues; and
  - developing and implementing a risk management tool for integrated crime reduction initiatives that will identify social risks and allow partner ministries and organizations to track and measure the impact of interventions on areas such as individual clients, caseloads and resources.
- Develop an alternative enforcement model that municipalities and First Nations can use to address local community safety needs.
- Develop a province-wide strategy for chronic and serious violent adult and young offenders that incorporates evidence-based interventions to reduce offending.
- Implement, monitor and develop performance measures for the High-Risk Violent Offender Crime Reduction Initiative, a more comprehensive, targeted and effective approach by Public Prosecutions, Adult Corrections and police services to reduce the threat posed by high risk, violent offenders.
- Continue to work with the federal government to strengthen criminal law and criminal process to deal with serious offenders, including changes in areas such as management of offenders with mental disorders who are found not criminally responsible.
- With police agencies and the federal government, continue to develop a violent crime reduction strategy, including a strategy to reduce violence in relationships.

Photo credit: Ministry of Justice and Attorney General, Meadow Lake Court House

Key Actions (Continued)

- Continue to support policing initiatives to combat organized crime and gangs in the province, including:
  - the Witness Protection Program to provide safety to witnesses involved in the prosecution of gang and organized criminal activities; and
  - working with Criminal Intelligence Service Saskatchewan (CISS) and with other provincial and federal governments to address drug trafficking and other gang activities by using and enhancing tools such as the national gang database.
- Work with communities in the North to enhance services provided under the Safer Communities and Neighbourhoods (SCAN) program and the Framework Agreement for Community Safety and Policing Initiatives signed with the RCMP and the Saskatchewan Association of Northern Communities.
- Continue to work with Saskatchewan Liquor and Gaming Authority, the Ministry of Health and northern leaders to develop a response to improve public awareness about responsible consumption of alcohol to reduce violent crime.
- Administer the Civil Forfeiture Program that receives revenue from property seized by the Crown in order to take the profits out of crime and hold offenders accountable, and distribute the monies to benefit victims of crime and enhance police operations.
- Continue the partnership with Saskatchewan Government Insurance (SGI) focused on traffic safety and reduction of traffic accidents in order to reduce resulting injuries, deaths and costs.
- Work with the Ministry of Highways and Infrastructure, the RCMP, and Saskatchewan Government Insurance to develop a comprehensive traffic safety approach and reduction of traffic accidents and impaired driving in order to reduce resulting injuries, deaths and costs.
- Continue to support a continuum of service for victims and offenders in the criminal justice system by funding community-based organizations to deliver alternative measures programs for eligible adult and youth offenders and by providing training about the renewed ministerial orders related to alternative measures.
- Continue to work with the RCMP to develop a plan to remove responsibility for docket courts from police.

Photo Credit: Ministry of Parks, Culture and Sport, Hans-Gerhard Pfaff, Saskatchewan Legislative Building

Strategy

Improve policies, services, supports and infrastructure to increase public confidence, efficiency and justice for all people in Saskatchewan

Key Actions

- Develop legislation and regulations to implement lobbying rules and registry in Saskatchewan, following further stakeholder consultations based on the final report of the Standing Committee on Intergovernmental Affairs and Justice.
- Initiate a comprehensive review of *The Election Act*, 1996 based on the post-general election reports of the Chief Electoral Officer.
- Continue to implement the recommendations of "The Road Ahead", the government's action plan to improve infrastructure, public safety, security, and employee accountability in correctional services developed in response to the 2008 escape of six inmates from the Regina Provincial Correctional Centre.
- In response to the recommendations of "The Road Ahead", implement revisions to *The Correctional Services Act*, 2012 and its regulations during summer 2013.
- Enhance public safety and improve access to justice through sound infrastructure and enhanced security, including:
  - continued construction of the addition to Saskatoon Court of Queen's Bench, to be completed in 2014;
  - completion of renovations to address occupational health and safety concerns at Saskatoon Provincial Courthouse;
  - construction of a 36 cell expansion to the Pine Grove Provincial Correctional Centre to address severe overcrowding;
  - construction of a 72 cell living unit within the secure perimeter of the Prince Albert Provincial Correctional Centre; and
  - retrofit one unit at the Paul Dojack Youth Centre to create a women's detention / remand centre for southern Saskatchewan.
- Develop a long-term capital plan for young offender facilities and adult custody centres, designed to:
  - improve safety and security of aging infrastructure;
  - ensure infrastructure supports effective programming; and
  - meet future service demand needs.
- As part of the Saskatchewan Child and Youth Agenda, enhance services and policies for children and families by continuing to offer Aboriginal Courtworker services in Regina, Saskatoon and Prince Albert that will assist families in understanding child protection situations.
- Continue to identify ways to better protect children such as re-issuing the Child Abuse Protocol that outlines policies and procedures for organizations and individuals to follow in cases of child abuse and support of the Internet Child Exploitation Unit that identifies sexual predators and works to reduce sexual exploitation of children through the internet.
- Create opportunities to work more effectively with other components of the health care system in order to deliver a more comprehensive and effective health care service to offenders who have a multitude of health care related issues including substance abuse, mental health issues, Fetal Alcohol Spectrum Disorder, infectious diseases and diabetes.
- Take a key role in addressing how to support individuals with mental health issues involved in the criminal justice

Photo Credit: Tourism Saskatoon, City of Bridges

Key Actions (Continued)

system.

- Continue to develop an electronic ticketing pilot project for infractions with voluntary payment options such as speeding and seatbelt infractions with Regina Police Service and Regina rural RCMP in order to improve processing time for tickets.
- Continue expansion and increase use of videoconferencing in the correctional centres and provincial court system to provide offenders with access to the justice system in order to save time, reduce travel expense and reduce the risk of escape associated with offender transport.
- Continue to improve the administrative organization of the Justice of the Peace program in order to enable it to better meet the needs of those involved.
- Implement amendments to *The Justices of the Peace Act*, 1988 to facilitate the implementation of an independent process for the review of remuneration for justices of the peace.

Strategy

Improve access to services and supports for victims of crime

Key Actions

- Complete the province-wide expansion of police-based victim services programs to achieve the long-term goal of ensuring that basic services are available to meet the needs of victims throughout Saskatchewan.
- As part of the province-wide expansion, implement a new delivery model for police-based victim services in northern Saskatchewan, to ensure consistency in service delivery, policy development and efficient, effective staff supervision, training and support.
- Continue to effectively manage the Victims' Fund to ensure timely, appropriate response to the needs of victims of crime through programs offering services including crisis intervention, financial compensation, support throughout the criminal justice process and public education.
- Complete the review of the Victims Compensation Program to determine if amendments to the existing program are required.
- As part of the Saskatchewan Child and Youth Agenda, fully implement the Northern Transportation and Support Initiative to increase victim safety in the North by providing:
  - transitional support and funding for emergency transportation and supplies when victims must leave unsafe circumstances; and
  - resources to return to the community when danger to the victim is reduced.
- Continue to work with federal and police partners and victim services programs to revise policies and procedures to ensure compliance with the 2011-12 amendments to *The Victims of Crime Act*, 1995 that support police sharing victims' information with police-based victim services programs.
- Strengthen delivery and support of standardized training for staff and volunteers in existing victim services programs by working nationally on an e-learning project for volunteers.
- With police services and other partners, continue to develop the model for a central registry for protection orders in Saskatchewan that will provide easily accessible information to police about non-contact conditions and will enable timely victim notification when circumstances change in criminal or family court matters.

Photo Credit: Ministry of Parks, Culture, and Sport, photo by Paul Austring, Blue Sky over Duck Mountain

Strategy

Support adults and children in vulnerable circumstances by providing program services and supports

Key Actions

- Ensure that the Office of the Public Guardian and Trustee continues to meet the needs of children and adults in vulnerable circumstances who are incapable of managing their own financial affairs by developing and implementing a new computer system to replace the out-dated Guardian system.
- As part of the Saskatchewan Child and Youth Agenda, develop a plan that provides access to legal counsel for children in child protection cases.
- Support the development of literacy and parenting skills for offenders in custody or under supervision in the community and make services for individuals with addictions and mental health issues a priority.
- Continue to work with the Provincial Partnership Committee on Missing Persons (PPCMP), with families of missing persons and with other jurisdictions and organizations to improve the response to missing person cases by:
  - continued implementation of the recommendations in PPCMP reports; and
  - addressing issues identified in the PPCMP Strategic Business Plan (http://www.justice.gov.sk.ca) such as improving public awareness.
- Continue to support the development, delivery and funding of programs to address interpersonal violence and abuse, including 41 services delivered by 32 community-based organizations in 17 communities.
- Increase access to residential crisis services for women and their children who are fleeing circumstances of interpersonal violence and abuse in the North East region, Prince Albert and Regina.
- Continue to deliver family justice services that include the enforcement of maintenance payments, parent education programs, custody and access assessments and supervised access and exchange programs.
- Continue to work with other governments to implement changes in family law such as developing the Canadian response to the International Convention on Parenting.
- Continue to implement amendments to *The Enforcement of Maintenance Orders Act* to facilitate the implementation of the new Maintenance Enforcement Computer system.
- Continue to review and consult with stakeholders on legislation affecting vulnerable adults, including amendments related to improved protections for vulnerable adults in *The Health Care Directives and Substitute Health Care Decision Makers Act, The Powers of Attorney Act, 2002* and *The Public Guardian and Trustee Act.*
- Continue to review *The Coroners Act, 1999* and *The Coroners Regulations, 2000* to better serve the public need for independent, impartial investigations and public inquests into the circumstances surrounding unexpected, unexplained and unnatural death.

Photo Credit: Ministry of Parks, Culture and Sport, Hans-Gerhard Pfaff, Downtown Regina

Strategy

Enhance public safety and reduce re-offending through effective security and rehabilitation

Key Actions

- Reduce re-offending through:
  - assessing best practices related to recidivism and monitoring program effectiveness;
  - training and orienting corrections staff in core correctional practices;
  - ensuring supervision and case management standards by risk level are established and followed, including improved training and support for supervisors, probation officers and youth workers; and
  - implementing relapse prevention programs for all offenders supervised by Corrections in the community.
- Continue gang identification, classification and placement activities within Adult Corrections to promote safer correctional facilities for offenders and staff.
- Continue to improve expertise, training and auditing in sentence management to reduce mistaken releases.
- Increase capacity in probation services to accommodate growing demand.
- Continue to partner with the Regional Health Authorities to implement and manage substance abuse treatment and aftercare initiatives for adults serving custody and transitioning to the community.

Strategy

Increase protections for investors and consumers, and assure the integrity of Canada's capital markets

Key Actions

- Provide legislative policy advice to the Financial and Consumer Affairs Authority (FCAA) of Saskatchewan, including participation in federal / provincial / territorial working groups.
- With the credit union system, continue to implement changes to *The Credit Union Act, 1998* to facilitate Credit Union Central's restructuring plans.
- Continue to work with the national working group to implement the harmonized legislation developed in 2011-12 that allows financial advisors dealing in securities to incorporate.

Photo Credit: Ministry of Government Services, North Battleford Court House

Strategy

Promote a favourable business environment and better protect consumers by improving legislation

Key Actions

- Develop and implement a statutory framework recognizing pooled registered pension plans to provide employees of small businesses and self-employed individuals a further opportunity to adequately prepare for retirement.
- Implement a framework for consumer protection legislation that includes a review of the regulation of business practices for inclusion in *The Consumer Protection Act*.
- Continue to implement amendments to *The Pension Benefits Act, 1992* and regulations to ease the regulatory burden affecting the establishment and administration of multi-jurisdictional pension plans.
- Develop amendments to *The Condominium Property Regulations, 2001* required to implement the amendments to *The Condominium Property Act, 1993* to address issues raised in consultations with industry and consumers, including insurance, dispute resolution, condominium conversions and bylaw development and enforcement.
- Continue to develop a new Insurance Act based on modern western Acts and engage in stakeholder consultations with industry and consumers in order to replace the existing, out-of-date Act.

Strategy

Enhance the effectiveness and efficiency of the Ministry's programs and services to ensure the best use of public funds and improve client service

Key Actions

- In partnership with the Information Technology Office (ITO), improve the efficiency of and modernize the courts and corrections information systems through the development and implementation of the integrated Criminal Justice Information Management System (CJIMS).
- Continue to promote Lean as a continuous improvement tool and support the Ministry in moving towards a culture of continuous improvement.
- Respond to increased requests for information under *The Freedom of Information and Protection of Privacy Act* and from other areas, including requests from the Independent Assessment Process of the Indian Residential Schools Adjudication Secretariat.
- Continue to develop and implement consistent records management policies and procedures to enable retention, security and disposition of records in accordance with legislative obligations and other business interests.
- Continue to develop and implement a corporate risk management framework to support achievement of Ministry objectives.
- Continue to develop a provincial strategy for a more coordinated approach to transporting offenders inter-facility, to the Federal system and to comply with court orders.
- Implement the second year of the four-year program review plan in order to continue to ensure that programs are aligned with government priorities, are achieving their intended outcomes and are meeting the needs of their clients.

Photo Credit: Ministry of Government Services, Prince Albert Court House

Key Actions (Continued)

- Explore options for improving service delivery in Corrections and Policing such as:
  - restructuring organizational management and program delivery systems;
  - establishing a partnership with the University of Regina to develop an economic model for measuring the public value of services; and
  - exploring the creation of a centre of excellence for evidence–based research and best practices for crime prevention and reduction.
- Review the operations of the Saskatchewan Police College with a view to expanding its training to others in the public safety sector.
- Sustain recently implemented approaches to reduce overtime and improve attendance such as the automation of workforce scheduling for adult correctional centres and consider the value of efficiencies identified in the scheduling pilot project at the Regina Provincial Correctional Centre for other institutions.
- Continue to conduct annual reviews with community-based organizations that have service agreements with the Ministry to ensure effective and efficient program management and accountability, including alignment with community goals when appropriate.
- Continue to administer and expand the appointment and oversight of special constables for municipalities, police agencies, other government ministries, First Nations and community organizations under Part V of *The Police Act, 1990* in order to enhance public safety.
- Continue to develop a new Coroner Information System.
- Continue to develop, test and implement a new computer system for the Maintenance Enforcement Office.
- Continue to improve and streamline the delivery of court services in the Provincial Court by:
  - developing an implementation plan in response to the Lean initiative in Transcript Services; and
  - implementing *The Court Officials Act, 2012* and amendments to *The Court Officials Regulations*.
- Continue to respond to the Provincial Court operations program review by developing a manual and training plan for provincial court employees and implementing succession plans for managerial retirements occurring in Provincial Court.
- With other ministries and community partners, continue to develop a provincial mass fatality plan, including a national disaster response strategy.

Strategy

Negotiate key federal / provincial agreements to benefit Saskatchewan people

Key Actions

- Continue to work with provincial, territorial and federal partners to ensure adequate levels of support for programs such as civil and criminal Legal Aid, the Aboriginal Courtworker Program, the Regina Drug Treatment Court, First Nations Policing and youth justice.
- Continue to partner with Justice Canada to ensure the delivery of community justice programs.

Photo Credit: Ministry of Government Services, Prince Albert Court House Interior

Strategy

Increase participation of Aboriginal people in the delivery of justice programs and services

Key Actions

- Support government in implementing the First Nations and Métis Consultation Policy Framework.
- Continue to access advice from First Nations and Métis Elders on justice reform and on existing policies, programs and services, including issues affecting First Nations and Métis offenders.
- Respond to the issues identified in the review of Aboriginal engagement in justice system delivery.
- Review First Nations policing and operations and work with the federal government and First Nations in support of effective, professional and culturally appropriate policing and public safety services in First Nations communities, including an examination of the potential for special constables to deliver some low-risk services.
- Continue to work with First Nations and Métis organizations to increase their involvement with the delivery of corrections programs and services, to expand cultural programming in correctional centres and to develop an effective, culturally based offender reintegration process.

Strategy

Ensure that the administration of public affairs is within the rule of law[1]

Key Actions

- Continue to provide legal and policy advice and services to government to ensure its operations comply with the rule of law.
- Assume responsibility for all statutory decision-making duties under registry statutes where the management and operation of those registries is undertaken by Information Services Corporation (ISC), and enter into a service agreement with ISC to ensure that the integrity of the registries and the rights and protections currently afforded the public will not be adversely affected by the sale of voting shares of ISC.
- Ensure that the right to privacy of all clients is upheld through Ministry policies and practices.

[1] *The rule of law means that the government and all citizens are subject to the law and must operate according to its terms.*

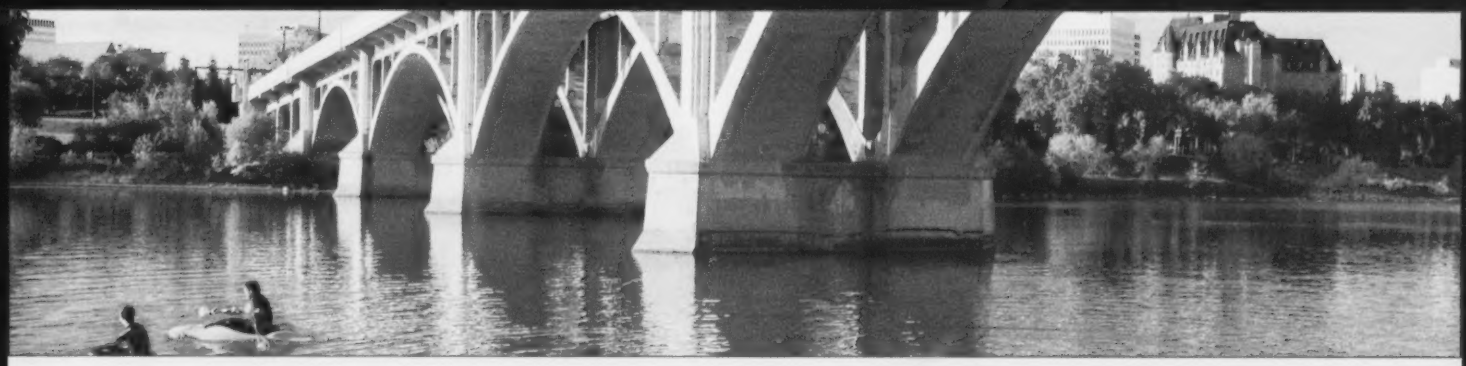


Photo Credit: Tourism Saskatoon, Broadway Bridge

Strategy

Employ people management strategies that support a high performing, respectful and professional workplace in a safe and healthy work environment

Key Actions

- Build an organization respectful of diversity, supporting the implementation of the Ministry's Inclusive Workplace Strategy and the emerging corporate direction on inclusion and diversity.
- Build leadership capacity by assessing and developing executive and middle management talent, promoting and supporting participation in the Corporate Mentorship Program and utilizing succession management frameworks.
- Ensure organizational capabilities meet current and future needs by maintaining and executing the Ministry's workforce plans, ensuring effective recruitment and employee orientation practices and continuing to promote professionalism and professional development.
- Implement people management practices that enable a high performing, innovative and professional public service and create an environment of cultural renewal that fosters excellence and innovation in client centred service delivery.
- Implement individual work planning and review, improved management of probationary periods and effective attendance and overtime management practices.
- Attract, engage and retain youth by supporting corporate strategies and continuing to utilize summer student and co-op programs, social work and human justice practicums and the recruitment of articling law students.
- Proactively assess and address workplace safety risks and address the broader issues of health and wellness for all employees.

Photo Credit: Saskatchewan Watershed Authority, photo by Vicki East, Rafferty Reservoir

Strategy

Participate in / lead cross government approaches that support collaborative partnerships in government and community

Key Actions

- Through a collaborative process with other ministries and agencies, finalize and communicate the processes and guidelines for sharing information in integrated service initiatives and implement the distribution plan.
- Continue to work with community organizations to ensure that they are supported and in a position to provide appropriate value for our investment.
- Participate in the implementation of the Saskatchewan Child and Youth Agenda, including the review of the child welfare legislation.
- Work with other ministries to develop comprehensive strategies that will provide services and programs to individuals with autism and Fetal Alcohol Spectrum Disorder (FASD) and provide information to service providers and others on FASD prevention programming.
- Continue to work with administrative tribunals to improve their policies and procedures, as recommended by the Ombudsman's report, *Hearing Back: Piecing Together Timeliness in Saskatchewan's Administrative Tribunals*.
- Use the University of Saskatchewan's Centre for Forensic Behavioural Sciences and Justice Studies to contribute to promotion of community safety and effective correctional programs.

Strategy

Reduce costs for families requiring legal information

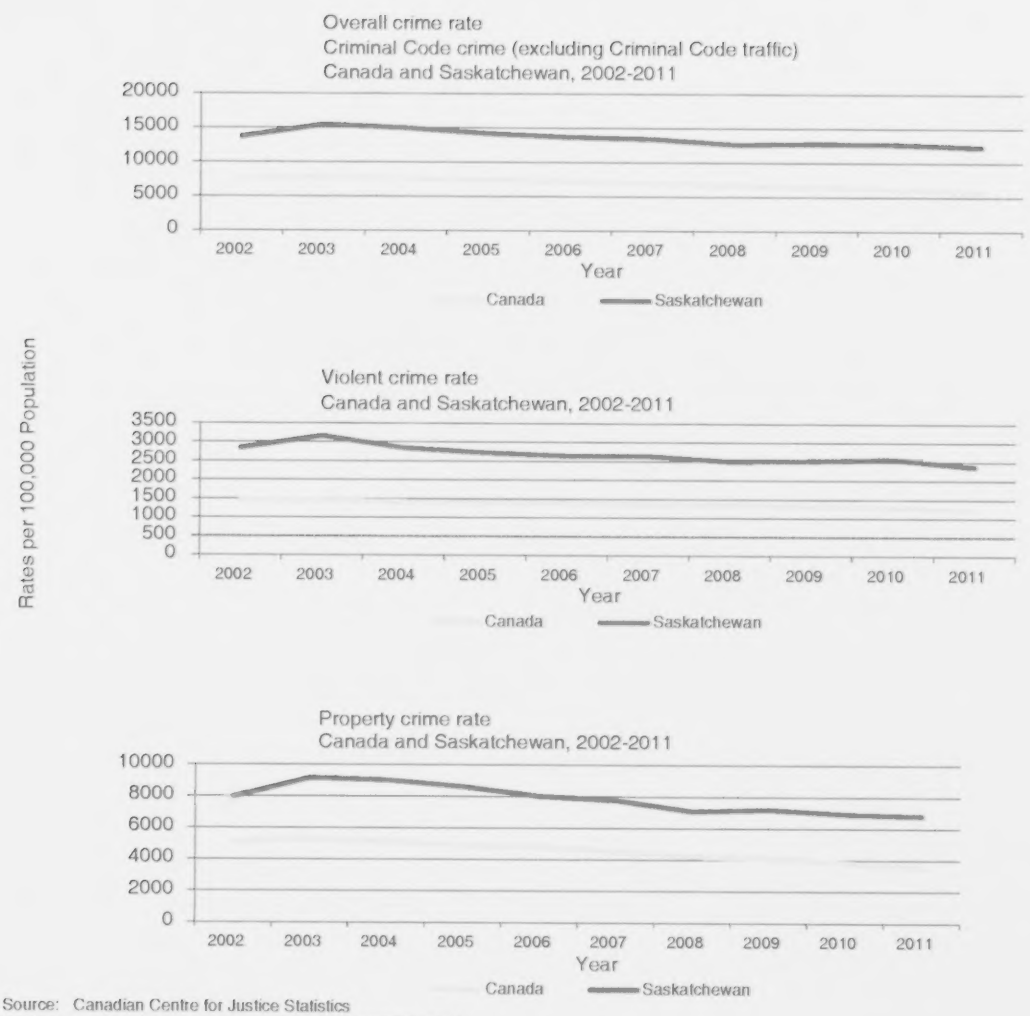
Key Actions

- Support access to justice by continuing to fund Community Legal Assistance Services for Saskatoon Inner City Incorporated (CLASSIC) to provide legal advice to people in vulnerable circumstances.
- Work with the Public Legal Education Association of Saskatchewan (PLEA) and Legal Aid to examine opportunities to provide increased public access to legal information and forms and access to summary information and advice for individuals experiencing family law related issues.
- Continue to provide advice on family law issues through the Family Law Information Line.

Performance Measures

Measure

Crime rates



Source: Canadian Centre for Justice Statistics
Incident-based Uniform Crime Reporting Survey (UCR2), 2011.

Photo Credit: Ministry of Environment

Measure Description

These measures are of interest to the Ministry and the Government, as they provide a measure of the well-being of society. They also serve as the basis for planning and implementing specific key actions for the daily operations of Saskatchewan's criminal justice system. Most justice system funding and resources are used to respond to offending and victimization through enforcement and prosecution of offenders, or in working to reduce the risk of crime and increase public safety in other ways, such as community justice and crime prevention programming. These measures support the Government's goal of quality of life and the Ministry's strategy to reduce crime and improve public safety and confidence in the justice system through prevention, intervention and enforcement.

Generally speaking, crime rates provide information on how much and what type of crime is being experienced in communities. Crime rates do not describe how well criminal justice institutions are responding to crime. While the crime rate is often viewed as a justice sector issue and is a crucial consideration in justice planning, the root causes of crime are much broader. Addressing root causes such as unemployment, lack of education, housing and family dysfunction requires integrated, comprehensive planning, funding and resources across many different sectors. Most of the factors influencing crime rates are out of the direct control of the Ministry, although the Ministry needs to be able to effectively respond to offending and victimization.

In 2011, the Saskatchewan crime rate and Crime Severity Index each declined 3 per cent. This was the seventh time in eight years that the rate and severity of crime in Saskatchewan have fallen. But, the Saskatchewan crime rate was more than double the national rate and the Crime Severity Index was 1.9 times higher than the national. Among the provinces, Saskatchewan had the highest overall, violent and property crime rates, as well as the highest overall crime severity index and the second highest violent crime severity index.

Saskatchewan has had the highest police-reported provincial violent crime rate in Canada since 1997. It also has the highest provincial family violence rate, highest provincial intimate partner violence rate, the highest provincial child and youth violent victimization rates, the highest provincial rate of family-related violence against seniors, and the second-highest violent crime severity index value and homicide rate. Self-reported victimization data shows a similar pattern, with Saskatchewan and Manitoba having the highest provincial self-reported rates of violent victimization.

Saskatchewan crime numbers continue to be cause for concern despite the decrease in overall reported crime and crime severity in recent years. In addition, police-reported statistics mask the full extent of violent victimization in Saskatchewan. Not all violent incidents are reported to police. According to the 2009 General Social Survey, only 38 per cent of incidents of violent victimization in Saskatchewan among those aged 15 and older were reported to police. As well, reporting varies by type and severity of offence. For example, nationally 66 per cent of assaults, 57 per cent of robberies and 88 per cent of sexual assault in 2009 were not reported to police.

The graphs represent the most recent data available. Data from 2012 will be available from the Canadian Centre for Justice Statistics (CCJS) in July 2013.

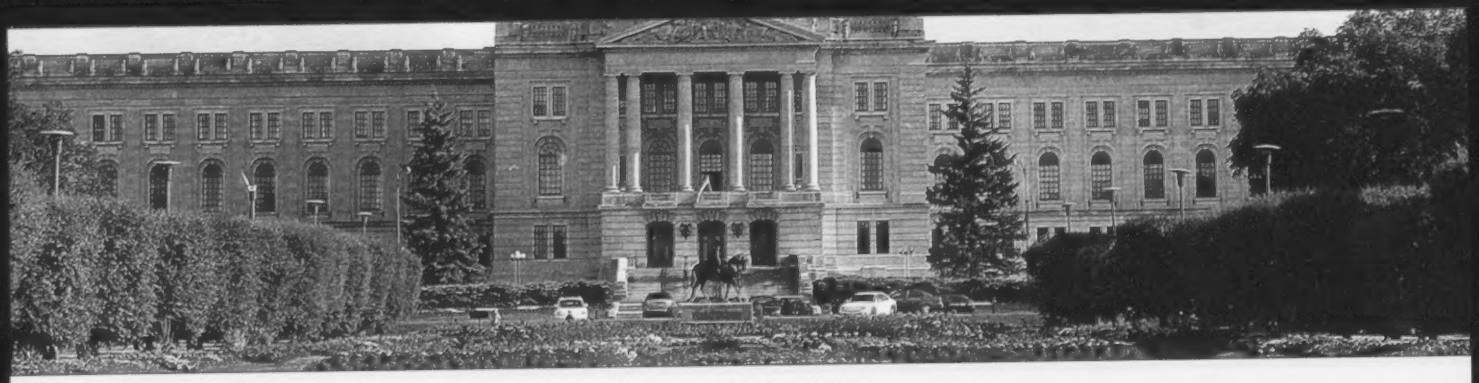
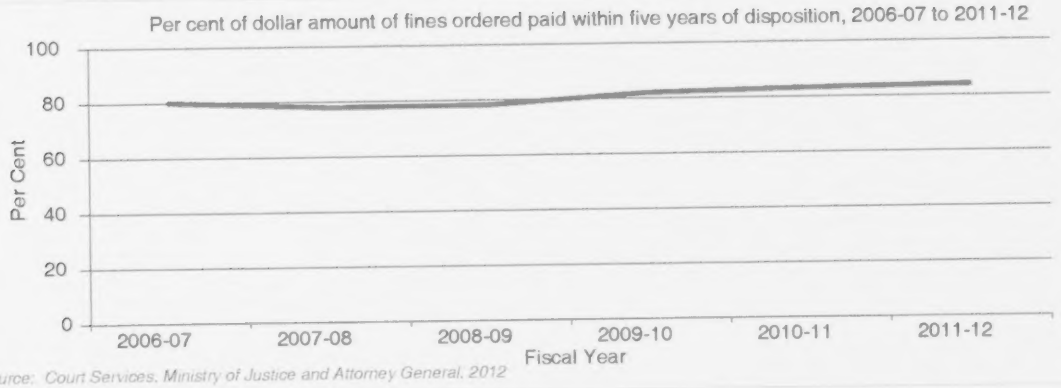


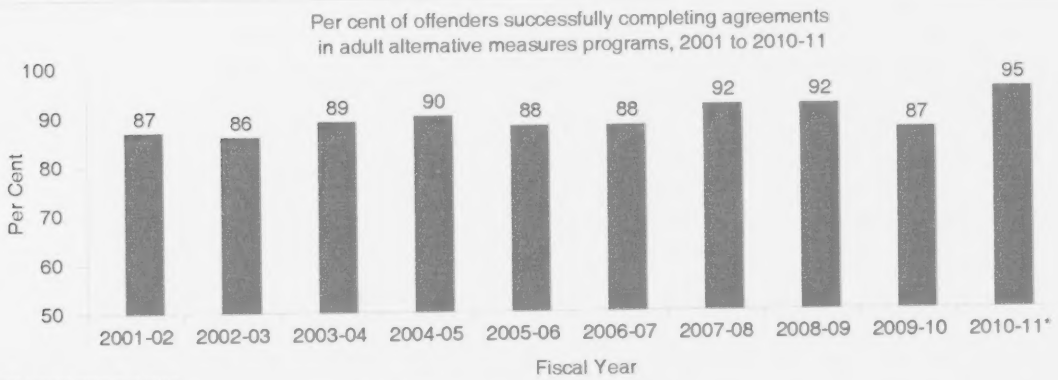
Photo Credit: Ministry of Parks, Culture and Sport, Greg Huszar Photography, Saskatchewan Legislative Building

Measure

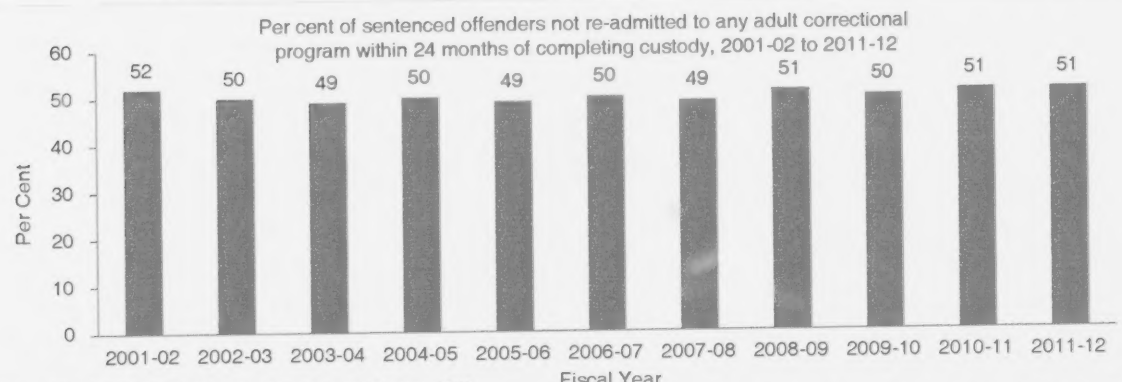
Offender accountability



Source: Court Services, Ministry of Justice and Attorney General, 2012



** Most recent data available*
Source: Policy, Planning and Evaluation, Ministry of Justice and Attorney General, 2011



Source: Adult Corrections Information Management System, 2012
Note: Adult Corrections provides services for offenders with sentences of less than two years. Therefore, the graph does not include those offenders whose sentences are two years or longer and are serving in federal correctional facilities.

Photo credit: Ministry of Government Services, TC Douglas Building

Measure Description

These measures are of interest to the Ministry and the government, as they demonstrate the degree to which offenders are held accountable for their actions by the criminal justice system. Holding offenders accountable for their actions is a critical component of community safety. The Ministry holds offenders accountable in three ways:

- financial commitments or fines;
- community justice programs offering alternative measures; and
- custodial sentences and community supervision orders.

These measures support the Government's goal of quality of life and the Ministry's strategy to reduce crime and improve public safety and confidence in the justice system through prevention, intervention and enforcement.

Fine Collection

The Ministry is responsible for fine collection. Offenders can be ordered to pay fines as part of their sentences. Because offenders may require time to pay fines, this measure is reported over a period of five years, as a percentage paid of the dollar amount of fines ordered in a specific fiscal year (e.g., payments for fines ordered in 2004-05 would be reported over the following five fiscal years).

As shown in the fine collection graph, this value has been fairly constant, ranging from 78 per cent to almost 84 per cent over the last six reporting periods. The increases, from 78 per cent in 2008-09 to 83.8 per cent in 2011-12, can be attributed in part to the establishment of the Fine Collection Branch in 2008-09 and the implementation of the agreement between the Ministry and the Canada Revenue Agency that allows garnishment of GST rebates and income tax refunds when fines are not paid.

Although the Ministry attempts to have as much influence as possible over fine collection, the Ministry has a low-to-moderate influence over this measure. Factors such as the employment status and ability of the individual to pay are out of the Ministry's control.

Alternative Measures

The second measure provides data on offenders' successful completion of agreements in adult community justice alternative measures programs that are the responsibility of the Ministry. Alternative measures programs provide an option within the criminal justice system that allows crime to be addressed outside the formal court system. People accused of a criminal offence who take responsibility for their conduct may be offered the opportunity to address the harm caused by their actions by participating in diversion, mediation, or conferences through a community-based program.

The most recent data available from 2010-11 continues to show that, over the years, adult offenders have had a consistently high level of success in these programs, with a range of 86 per cent to 95 per cent completing agreements.

The Ministry has a low level of influence over the outcome of this measure. The following determinants have been identified as affecting program success, all outside the control of the Ministry:

- offender attitudes, values, beliefs, cognitive challenges and addictions;
- available treatment services and programs;
- family and social supports;
- educational / employment opportunities; and
- changing police practice.

Photo Credit: Tourism Saskatoon, River Landing Riverfront Park at Dusk

Measure Description (Continued)

As well, this performance measure depends on external variables, such as the willingness of participants to reach agreements and the skills of the mediator/facilitator. This type of justice intervention may not have a long-term impact on some offenders if lifestyle conditions and supports remain unchanged. However, research and evaluation projects have shown that participants in alternative measures programs are less likely to re-offend than a cohort group of offenders who did not participate in this type of program.

Reoffending following a custodial sentence

This measure is one indicator of the success of the corrections' approach to enhancing public safety and reducing re-offending behaviour through providing offenders with effective rehabilitative interventions and appropriate security and supervision.

Rehabilitative programming is a key component of the Ministry's approach to reducing re-offending behaviour. Elements of the rehabilitative approach include addressing the main criminogenic factors that contribute to re-offending behaviour including poverty, education, family and interpersonal violence and addictions. Research shows that correctional programs that target the needs of offenders and that are delivered in a manner that matches the learning style of the offenders can reduce subsequent re-offending behaviour.

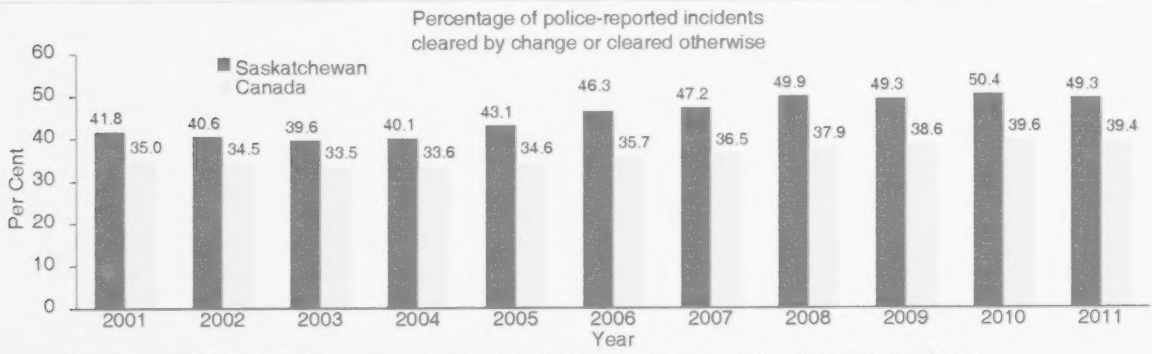
In 2011-12, the per cent of sentenced offenders not readmitted to any adult correctional program within 24 months of completing custody was 51 per cent. This has remained relatively stable over the past ten years. The Ministry recognizes that it is difficult to significantly increase this percentage given that the rate of violent crime remains high, offender counts in adult facilities have continued to rise, and a large proportion of offenders are medium to high risk.

These factors all contribute to an environment that presents significant challenges to positively affecting this measure. However, research indicates approximately 80 to 90 per cent of high-risk offenders re-offend within a two-year period. Approximately 69 per cent of our offenders are rated high risk to re-offend, 28 per cent are medium-risk and the remainder are low-risk. The statistics presented on the graph should be viewed in this context.

Photo Credit: Ministry of Government Services, Swift Current Court House

Measure

Clearance rates



Source: Canadian Centre for Justice Statistics, Statistics Canada , Police Adminstration Survey and Uniform Crime Reporting Survey

Measure Description

This measure is of interest to the Ministry and the government as it is one indicator of the success police services have in reducing crime and improving public safety through effective enforcement. This measure supports the government goal of quality of life and the Ministry's strategy to reduce crime and improve public safety and confidence in the justice system through prevention, intervention and enforcement.

The Ministry supports Saskatchewan's police services through activities such as: administering specific provincial programs that uphold the rule of law; funding for provincial policing services under contract with the Royal Canadian Mounted Police (RCMP) and providing administrative support to the Saskatchewan Police Commission. However, the Ministry does not prescribe the day-to-day operations of police services and therefore its influence on clearance rates is limited.

The proportion of incidents that were cleared by charge or otherwise (clearance rate) is generally accepted as an important measure of effective policing. Clearance rates indicate the proportion of incidents that have been solved. "Clearance by charge" means a suspect has been identified and a charge laid. "Clearance otherwise" means a suspect had been identified and no charge was laid for a variety of reasons (e.g., diplomatic immunity; complainant refuses to testify).

The measure reports "weighted" clearance rates that are calculated by Statistics Canada, Canadian Centre for Justice Statistics (CCJS) to provide a more meaningful picture of crime solved by police. CCJS assigns values to crimes according to their seriousness. More serious crimes are given a higher statistical "weight". In general, minor thefts and mischief crimes are more numerous and more difficult to solve than serious violent crimes. When "unweighted" clearance rates are calculated each cleared charge has the same value; therefore, police services with a higher volume of less serious crime may have lower clearance rates. The "weighted" clearance rate reduces this inequity.

Saskatchewan's rate of police-reported incidents cleared by charge or otherwise, remained stable in 2011; however, Saskatchewan has maintained the highest provincial clearance rate in Canada for the past decade. In 2011, the province's clearance rate (49.33) was 25 per cent higher than the national rate.

Note: In the past, the Ministry has reported "unweighted" clearance rates. This is the first Ministry Plan to report "weighted" clearance rates. Historical "weighted" clearance rates have been calculated by Statistics Canada.

Photo Credit: Ministry of Parks, Culture and Sport, Greg Huszar Photography, Elbow Marina

Measure

Community organizations engaged in crime prevention activities with the Ministry

Corrections and Policing (formerly a part of Corrections, Public Safety and Policing) and Attorney General (formerly Justice and Attorney General) formed the Ministry of Justice in 2012-13. The Ministry of Justice will establish a baseline measure in 2012-13 to demonstrate its support of crime prevention in communities. In 2012-13 the Ministry of Justice held 179 contracts with community-based organizations (CBOs) to deliver crime prevention programming.

Measure Description

This measure is of interest to the Ministry and the government because it demonstrates the extent of partnerships and relationships between the Ministry and CBOs offering justice-related crime prevention programs within Saskatchewan communities. Partnering with CBOs is a critical pillar of justice activity and provides a measure of community engagement in crime prevention. This measure supports the government's goal of quality of life and the Ministry's strategy to reduce crime and improve public safety and confidence in the justice system through prevention, intervention and enforcement.

The programs counted in this measure include: community justice programs, victim services programs, crime prevention programs, rehabilitation programs, reintegration programs, residential support and family violence prevention and crisis response programs. Implementation of the community-based model that the Ministry uses to promote community justice takes time. Community readiness is a critical factor because the community has a vital role in developing these programs to support a response to criminal behaviour and victimization that meets locally determined needs.

The Ministry has a high level of influence over the measure, as the Ministry often initiates and supports community participation throughout the province across its initiatives.

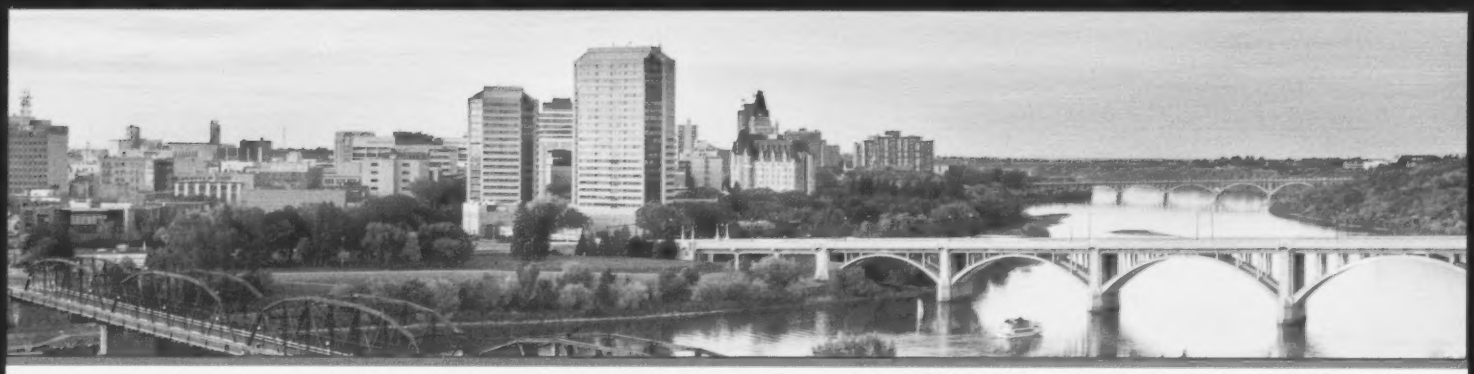
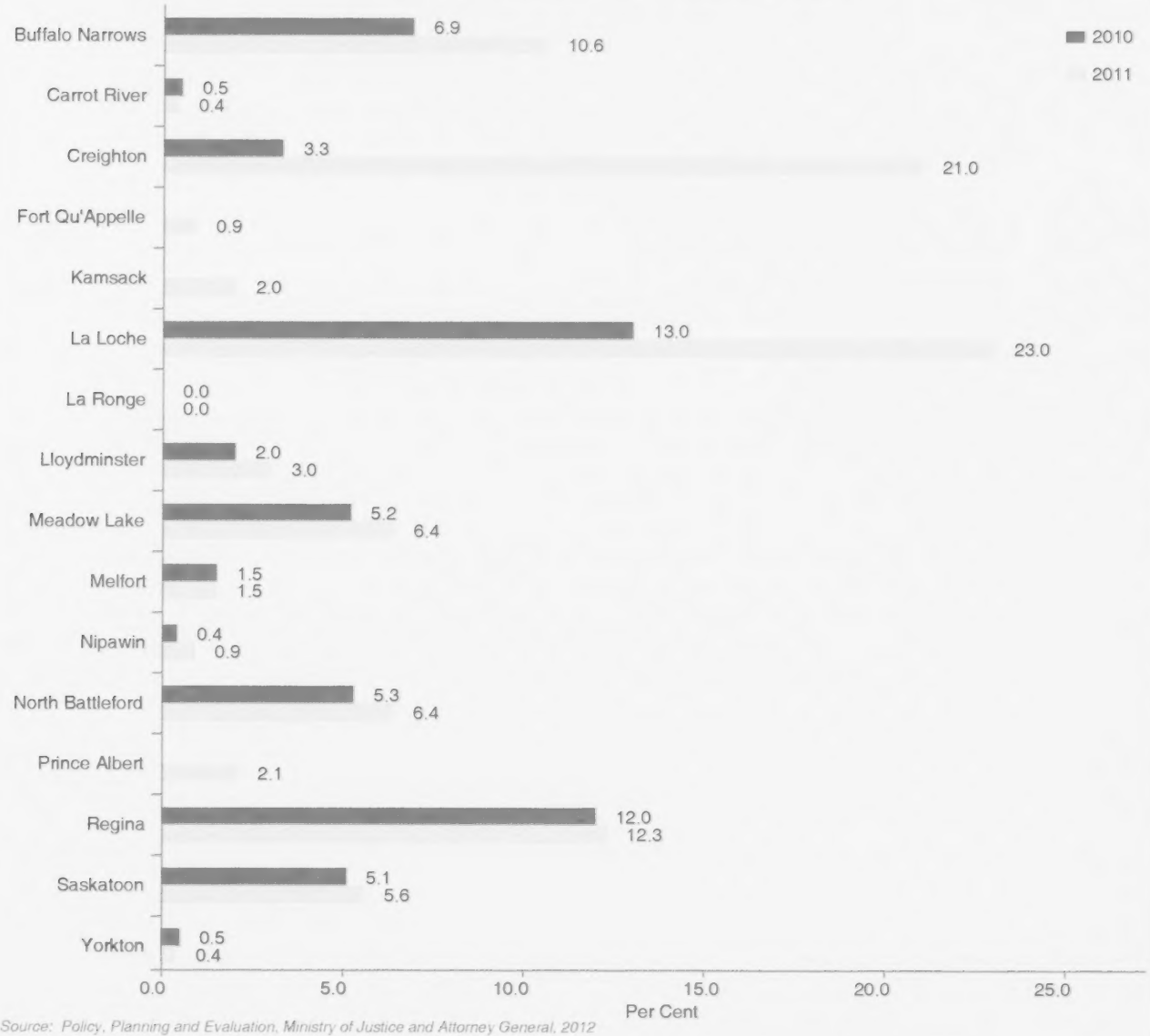


Photo Credit: Tourism Saskatoon, City of Bridges

Measure

Videoconferencing

Per cent of charges heard by videoconference, 2010 and 2011

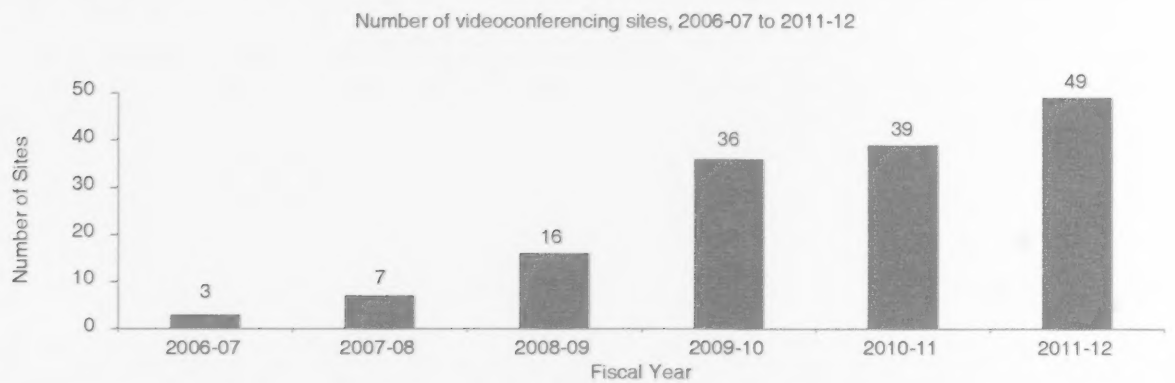


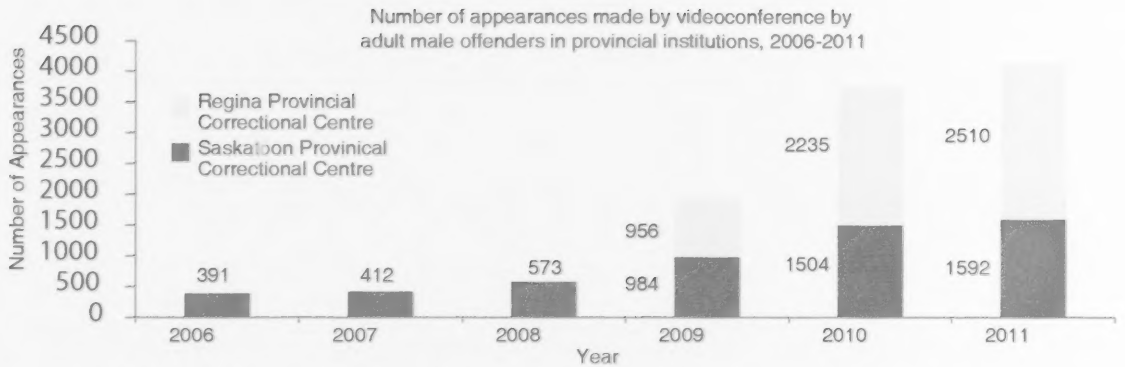
Source: Policy, Planning and Evaluation, Ministry of Justice and Attorney General, 2012

Notes:

1. *Some sites received access to equipment during 2011-12 so their statistics are not for an entire year, and comparisons to 2010 are not available.*
2. *In 2010, Pelican Narrows used videoconferencing with 26 per cent of their charges. In 2011, data from that site was included as part of the Prince Albert data.*
3. *2010 data was not available for Fort Qu'Appelle and Kamsack because they only began receiving funding partway through the year.*
4. *Prince Albert began to be counted differently in 2011 and, because of this, 2010 data is not available.*

Photo Credit: Ministry of Parks, Culture and Sport, Hans-Gerhard Pfaff, Downtown Regina





Note: In 2006, 2007 and 2008 Saskatoon Provincial Correctional Centre was the only institution with videoconferencing equipment.

Photo Credit: Courtesy of Enterprise Saskatchewan, La Ronge, Saskatchewan

Measure Description

This measure is of interest to the Ministry and the government, as videoconferencing technology reduces costs of prisoner and witness transport and assists in ensuring Saskatchewan is a secure place to live. This measure supports the Government's goal of quality of life and the Ministry's strategy to improve policies, services, supports and infrastructure to increase public confidence, efficiency and justice for all people in Saskatchewan.

Videoconferencing is primarily used to facilitate court appearances without transporting prisoners, witnesses, judges, Crown prosecutors, and defence counsel. It can be used for a variety of court experiences, such as first appearances, adjournments, bail hearings, and remote appearances by witnesses and counsel. The use of videoconferencing sites reduces transportation and security concerns, increases access to justice, reduces transportation costs, and reduces court time and inconvenience to judges, counsel, the police, and offenders.

The three indicators identified – number of sites, per cent of charges and number of appearances by offenders in correctional centres – show the extent to which the initiative has been implemented and used. As shown, use has increased over the years. Since 2006, when the first videoconferencing equipment was installed in the Saskatoon Provincial Court and in the Saskatoon Correctional Centre, expansion to March 31, 2012 has provided access in 37 provincial courtrooms, five Courts of Queen's Bench, two provincial correctional centres for men, three youth centres, and two sites in the Saskatchewan Penitentiary. In addition, 31 interview rooms have access to the equipment and, with the assistance of federal funding, equipment has been installed in eight soft rooms. Soft rooms provide a waiting area outside the courtroom for children and other vulnerable witnesses who may feel safer in a separate area. They also reduce the trauma experienced by victims and contribute to the quality of evidence.

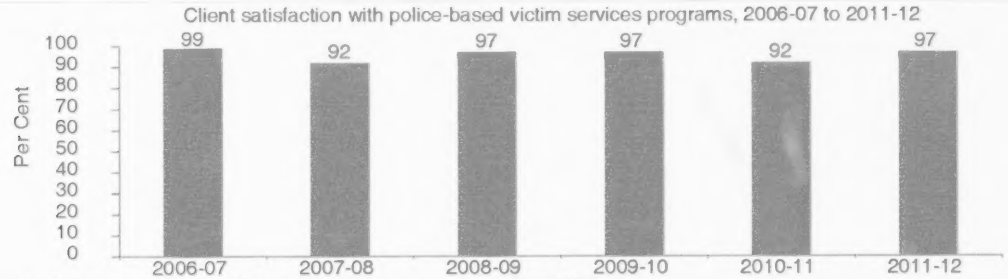
The Justice Automated Information Network cannot provide appearance counts by person; therefore, a proxy measure of the percentage of charges heard by videoconference has been used in the second measure. As shown, over the last year the use of videoconferencing has increased in the majority of sites.

The Ministry has a high level of control over the installation of videoconferencing equipment, but has little control over how frequently the involved parties use the equipment.

Photo Credit: Ministry of Government Services, Swift Current Court House

Measure

Client satisfaction with police-based victim services programs



Source: Strategic Initiatives and Program Support, 2012

Measure Description

This measure is of interest to the Ministry and the government, as it demonstrates the Ministry's commitment to providing effective services and supports to victims of crime throughout the criminal justice process. It supports the government's goal of quality of life and the Ministry strategy to improve access to services and supports for victims of crime.

The 18 Police-based Victim Services Programs serve victims of crime directly and are available to 87 per cent of the Saskatchewan population and 68 per cent of municipal police and RCMP jurisdictions. For eight years prior to 2008-09, the programs served 80 per cent of the population. In 2008-09, services were expanded to new areas and the percentage of the population served increased by seven per cent. In 2012-13 expansion began to the remainder of the province so that victims would have access to police-based victim services in all police jurisdictions.

The Police-based Victim Services Programs are very effective at serving victims of crime and traumatic events through crisis intervention, information about the impact of crime and victimization, support, and referrals to other services. Since 2006-07, an annual satisfaction survey has been conducted with clients of these programs. The reported results from each year show programs are meeting their mandates effectively.

The most recent data available from 2011-12 indicates:

- most respondents (96.6 per cent) reported that the supports and services provided by Victim Services met their needs, with 48.1 per cent reporting that they "more than met my needs";
- most respondents (97 per cent) reported that they were satisfied with the supports and services provided by Victim Services;
- almost all respondents (99.6 per cent) felt they were treated with courtesy and respect and compassion (98.9 per cent); and
- almost all respondents (99.2 per cent) reported that Victim Services people were non-judgmental.

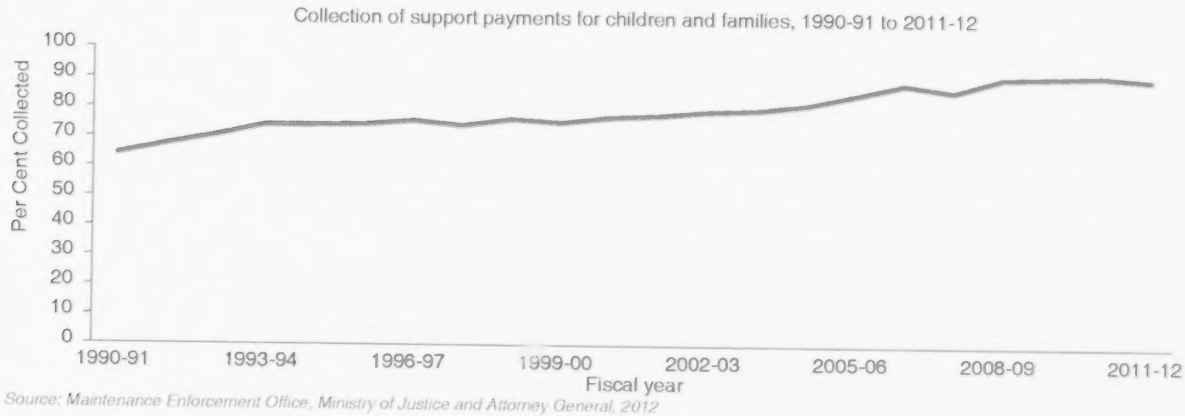
Factors that may affect clients' perceptions of the program include: timeliness of response, frequency of contact, nature of services provided, the needs of the victim, the expectations of the victim about the role of victims services, and their expectations for the criminal justice process.

The Ministry has a moderate level of control over these measures. The programs are delivered in partnership with the local police service. RCMP-based programs operate with non-profit community-based boards.

Photo Credit: Enterprise Saskatchewan, Greg Huszar Photography, Mosaic Belle Plaine site

Measure

Collection of support payments for children and families



Source: Maintenance Enforcement Office, Ministry of Justice and Attorney General, 2012

Measure Description

Maintenance orders and agreements for financial support are issued following a divorce or separation. The health and well-being of the families depend on timely receipt of support income to which they are entitled. This measure supports the government's goal of quality of life and the Ministry strategy to support adults and children in vulnerable circumstances by providing program services and supports.

This performance measure provides evidence that the Maintenance Enforcement Office has consistently improved its rate of collection over the long-term since it first opened in the 1987-88 fiscal year. For the past five years, the Office has maintained a collection rate of over 80 per cent. In the last two years, the rate has risen to over 90 per cent. In 2011-12, the collection rate was 90.5 per cent of monies owed in maintenance and enforcement orders and agreements that were referred to it. This gave the Office the second highest collection rate in Canada, behind Québec.

The Ministry has a high level of influence over collecting maintenance. It can enforce orders through garnishment of wages, bank accounts, and federal government payments, such as Employment Insurance, Canada Pension payments, Old Age Security, income tax refunds, or GST credits. It is always looking for new ways to ensure the successful collection of monies owed.

Photo Credit: Ministry of Parks, Culture and Sport, photo by Paul Austring, Buffalo Narrows

Measure

Diversity

Per cent of employees who self-identify as First Nations and Métis ancestry

Baseline data for this measure in the new Ministry will be established in 2012-13. The most recent data available are from 2011-12:

- Corrections, Public Safety and Policing: 15.7 per cent
- Justice and Attorney General: 11.4 per cent

Measure Description

First Nations and Métis people represent approximately 15 per cent of the population in Saskatchewan, but are significantly overrepresented in the criminal justice system (between 70 to 80 per cent of people in custody are of First Nations or Métis ancestry).

One way to help ensure that Ministry programs respect and meet the cultural and spiritual needs of First Nations and Métis clients is to have staff who are of First Nations or Métis ancestry. At December 31, 2012 the new Ministry of Justice had 15.0 per cent of its staff who self-identified as First Nations or Métis. While the Ministry's proportion of First Nations or Métis staff compares favourably to the Province's public service sector rate of 13.1 per cent, it is recognized that there is more work to be done in this area to increase this proportion.

The Ministry has a moderate level of influence over this measure but has attempted to increase the percentage by actively undertaking recruitment and retention measures. Some of the steps taken by the Ministry to increase the proportion of staff who are of First Nations or Métis ancestry included:

- attending career fairs across Saskatchewan, reaching approximately 6,000 students and community members annually. A high proportion of attendees are of First Nations or Métis ancestry;
- attending career events in First Nations communities to promote future careers in the Ministry;
- designating First Nations and Métis positions in accordance with the Public Service employment equity hiring policy;
- continuing to develop workplaces that welcome diversity through the delivery of respectful workplace, anti-harassment and other diversity workshops; and,
- continued education and awareness provided to Corrections and Policing managers through the workshop First Nations and Métis Awareness Training.

Financial Summary

2013-14 Estimates	(in thousands of dollars)
Central Management and Services	46,661
Courts and Civil Justice	54,541
Legal and Policy Services	32,329
Community Safety Outcomes	13,280
Community Justice	20,915
Boards and Commissions	27,348
Custody, Supervision and Rehabilitation Services	157,023
Policing	187,115
Saskatchewan Police Commission	1,459
Major Capital Projects	45,425
Total Appropriation	**586,096**
Capital Asset Acquisitions	(45,425)
Capital Amortization	1,304
Total Expense	**541,975**

Ministry FTE	**2,779.6**
Revolving Fund FTE	**33.5**

For more information, see the Budget Estimates at: http://www.finance.gov.sk.ca/budget2013-14

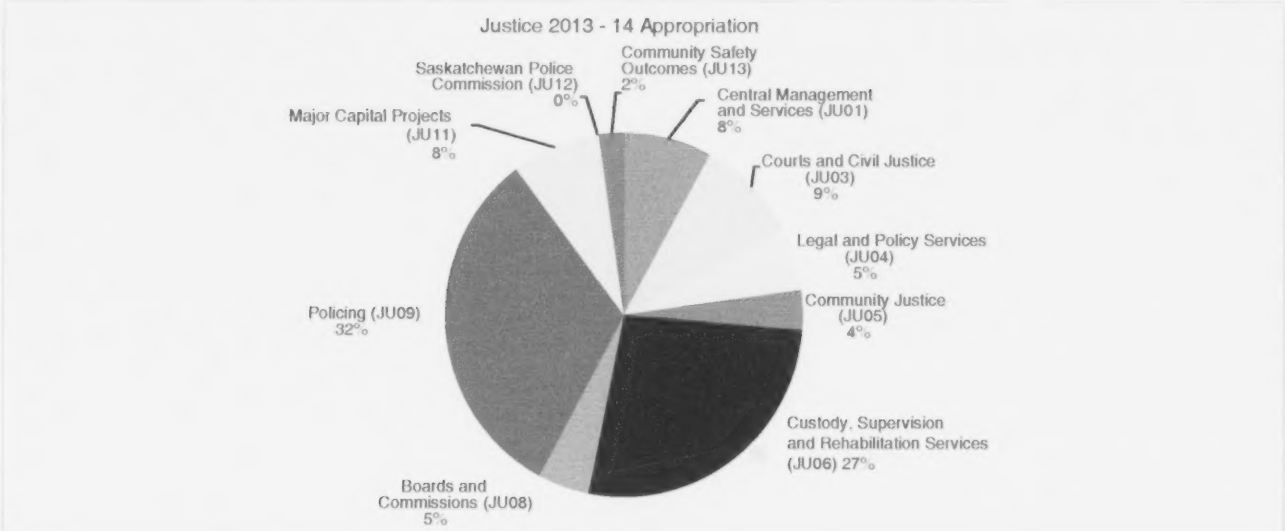


Photo Credit: Ministry of Parks, Culture and Sport, David Buckley, Canoeing, MacFarlane River

Highlights

2013-14 Budget Highlights:

- Continue to work with community and justice stakeholders on "Building Partnerships to Reduce Crime" to support the ongoing development and implementation of initiatives that will help create safer communities in the province.
- $2M to enhance public safety and security through the conversion of a unit at the Paul Dojack Youth Centre to create a remand / detention centre for adult female offenders in southern Saskatchewan.
- $1.392M to continue to install videoconferencing technology in the provincial correctional centres and court system to provide offenders with access to the justice system.
- $375,000 to provide residential crisis services for women and their children in northeast Saskatchewan through the addition of a new transition house in Melfort and support expansions to existing transition houses in Regina and Prince Albert.
- Complete the province-wide expansion of police-based victim services programs to ensure these important services are available to meet the needs of victims throughout Saskatchewan.

For More Information

Please visit the Ministry's website at www.justice.gov.sk.ca or contact (306) 787-0775 for additional information on the Ministry's programs and services

Front Page Photo Credits

Canola and flax fields	*Biking, Narrow Hills Provincial Park*	*Over the Hill Orchards*	*Saskatchewan Legislative Building*
Photographer, Charles Melnick	*Greg Huszar Photography*	*Greg Huszar Photography*	*Greg Huszar Photography*